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BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of April 9, 2004

The Acting Under Secretary of Defense (Acquisition, Technology, and Logistics), Mr. Michael W. Wynne chaired this meeting. The list of attendees is attached.

Mr. Wynne opened the meeting by asking Mr. Peter Potochney, the Director of the OSD BRAC Office, to provide a brief update of the BRAC schedule. Mr. Potochney used the attached slides to review the schedule, emphasizing that the final selection criteria were distributed to the Joint Cross-Service Groups (JCSG) and the Military Departments for use in the BRAC process, and that the data collected by the Services and Defense Agencies in the first data call is in the process of being turned over to the JCSGs. Mr. Potochney also indicated that, as directed by the ISG, he and the Service BRAC Deputy Assistant Secretaries are working to resolve both cross cutting (e.g. use of outyear funding) and JCSG specific concerns (e.g. use of labor pool metric for Supply and Storage JCSG) the ISG members had with the JCSG Military Value Reports. He stated that the goal was to have the JCSG Military Value reports ready for formal coordination by April 19, 2004.

Mr. Potochney turned the meeting over to Ms. Carol Haave, the chair of the Intelligence JCSG (IJCSG), to brief that group's approach to military value. Ms. Haave introduced the members of the IJCSG in attendance as well as the Director, Program Analysis and Evaluation for the Director Central Intelligence/Community Management. She then briefed the ISG using the slides at attachment 3 to review the organizational structure of the IJCSG, stressing that a core team comprised of individuals from the military Services, Joint Staff, and the four intelligence agencies developed the military value scoring plan. She then stated the best way to achieve a balance between the military value of the many disparate functions and responsibilities that exist within the Defense intelligence community was through one scoring plan, rather than separate plans for each function. The ISG questioned the one score plan approach, by asking, in particular, how the numerous intelligence facilities could be accurately compared when they have significant differences in population, missions and organizations.

The ISG members asked a number of questions about the weighting of the functions and specifically questioned whether they were attributes or functions. The ISG was especially interested in how the weighting of functions related to the military value of facilities - asking whether the current questions were appropriate for evaluating the military value of facilities rather than the value of the functions located therein. As part of the discussion, some members of the ISG expressed concern about weight assigned to population based metrics and 24/7 operations, since such metrics were measures of current funding levels and not necessarily the best measures of facility capacity and

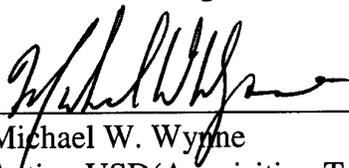
efficiency. Ms. Haave explained that the emphasis on people reflected current intelligence operations. Future requirements and collection, analysis, and dissemination are heavily dependent on people and the scoring plan reflects this dependency. The ISG suggested that while population based information is important for considering business process reengineering, the emphasis of the military value analysis should be on relationships between people performing functions and the facilities in which those functions are performed, because that is the focus of BRAC.

There was some discussion regarding the extent to which the IJCSG should be undertaking business process reengineering of intelligence functions. Some IJCSG members argued that reengineering the business of intelligence is outside the scope of BRAC. Some ISG members reiterated that while BRAC is facility-focused and will produce closure and realignment recommendations regarding facilities, it is also an opportunity to examine current business processes through their footprint.

The ISG Chair summarized the consensus of the ISG membership as follows:

- The military value scoring plan should emphasize the relationship between people performing intelligence functions and the facilities in which they perform those functions, over the efficiency of the people independent of the facility. Population based metrics were a particular concern.
- The military value analysis should determine the value of facilities to the function, not the value of the function itself. The military value analysis should be aimed at asking a series of questions about the ability of a facility to support a capability (e.g. the size/number of antenna farms at a facility if measuring signal intelligence capability).

Mr. Wynne then asked Mr. Potochney to reschedule the Criteria Seven Community Impact Joint Process Action Team briefing.

Approved: 
Michael W. Wynne
Acting USD(Acquisition Technology and Logistics)
Chairman, Infrastructure Steering Group

Attachments:

1. List of Attendees
2. Briefing Slides entitled “BRAC 2005 JCSG Approach to Military Value,” dated April 9, 2005.
3. Briefing slides entitled “Intelligence JCSG Approach to Assessing Military Value” dated April 9, 2004

**Infrastructure Steering Group Meeting
April 9, 2004**

Attendees

Members:

- Mr. Michael W. Wynne, Acting Under Secretary of Defense (Acquisition, Technology and Logistics)
- Mr. Raymond DuBois, Deputy Under Secretary of Defense (I&E)
- Lieutenant General George Casey, Vice Chief of Staff, Army
- Mr. Geoffrey Prosch, Acting Assistant Secretary of the Army (I&E)
- Admiral William Mullen, Vice Chief of Naval Operations
- Hon. Nelson Gibbs, Assistant Secretary of the Air Force (IE&L)
- General William Nyland, Assistant Commandant of the Marine Corps

Alternates:

- Ms. Anne Davis, Deputy Assistant Secretary of the Navy (IS&A) for Hon. H.T. Johnson, Assistant Secretary of the Navy (I&E)
- Major General Gary W. Heckman, Assistant Deputy Chief of Staff of the Air Force for Plans and Programs, for General Michael Moseley, Vice Chief of Staff of the Air Force
- Lieutenant General James Cartwright, Director, Force Structure, Resources and Assessment, Joint Staff J-8, for General Peter Pace, Vice Chairman, Joint Chiefs of Staff

Intelligence JCSG

- Hon. Peter Teets, Director, National Reconnaissance Office
- Lieutenant General Michael Hayden, Director, National Security Agency
- Vice Admiral Lowell Jacoby, Director, Defense Intelligence Agency
- Lieutenant General James Clapper (Ret), Director, NGA
- Ms. Carol Haave, Deputy Under Secretary of Defense for Intelligence, (Counterintelligence and Security) and Chair, Intelligence JCSG
- Mr. Terrance Ford, Assistant Deputy Chief of Staff for Intelligence (G2), USA
- Ms. Claudia Clark, Deputy Director of Naval Intelligence, N2B, OPNAV Staff, Department of the Navy
- Mr. Kenneth Dumm, Associate Director for Intelligence, Directorate of ISR, Deputy Chief of Staff for Air and Space Operations, Headquarters, USAF

- Ms. Karin Dolan, Assistant Director of Intelligence Support, Intelligence Department, Headquarters, USMC
- Ms. Deborah Dunie, Principal Assistant to the Chair, IJCSG, USD(I)

Others:

- Mr. Robert Korte, Director Program Analysis and Evaluation for the Director Central Intelligence/Community Management
- Mr. Charles Abell, PDUSD(Personnel and Readiness)
- Mr. Pete Potochney, Director, OSD BRAC
- Mrs. Nicole Bayert, Associate General Counsel, Environment and Installations, DoD
- Mr. Mike Aimone, Deputy Assistant Secretary of the Air Force (Basing and Infrastructure Analysis)
- Colonel Kurt Weaver, Military Assistant to Deputy Assistant of the Army (I&A)
- Mr. David Steensma, Assistant Deputy Inspector General for Auditing
- Colonel Jeffrey Cohen, Associate Director, Air Force office of Future Plans and Systems
- Mr. John Desiderio, Assistant Director, OSD BRAC



BRAC 2005 JCSG Approach to Military Value

Briefing to the
Infrastructure Steering Group

April 9, 2004

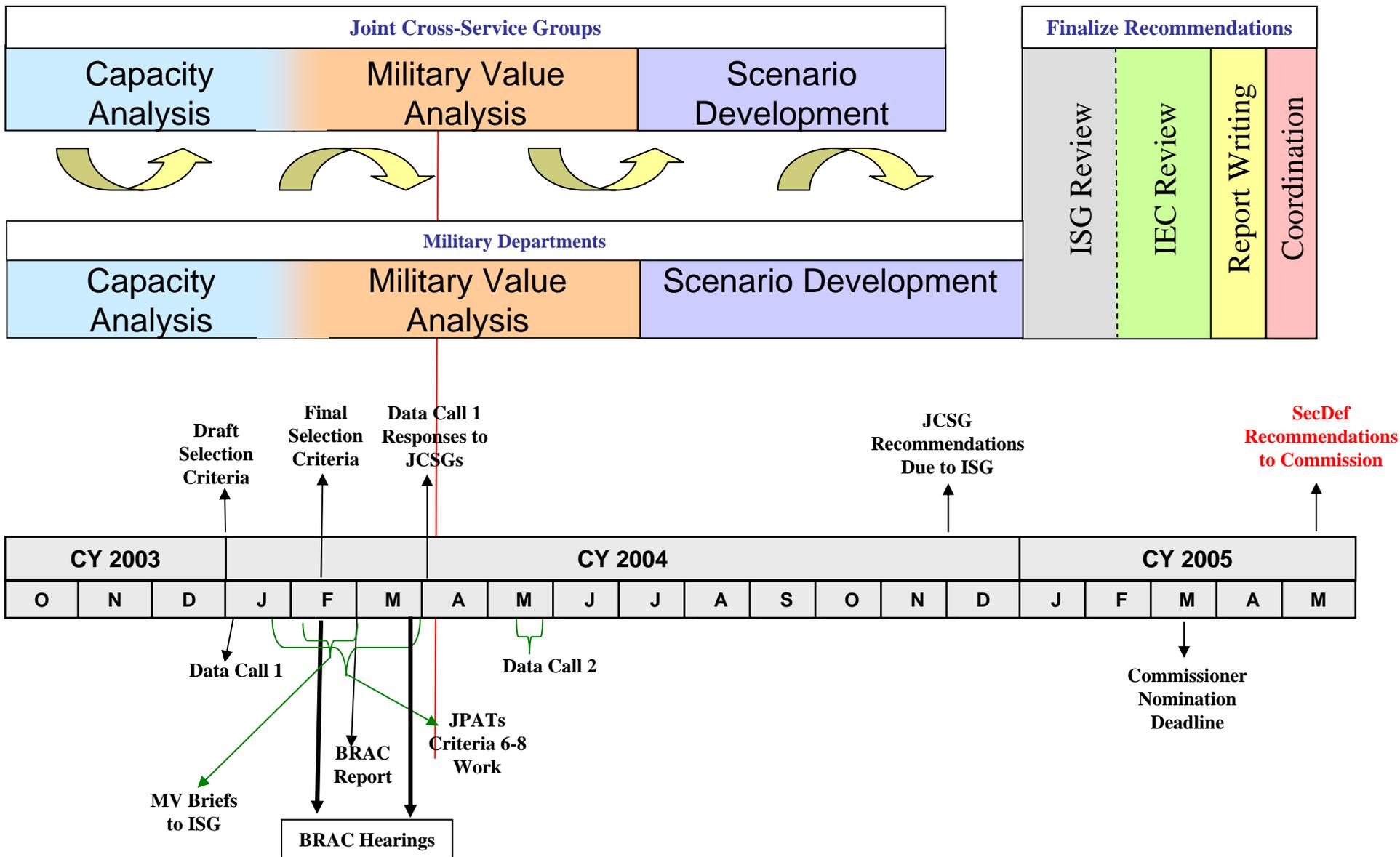


Purpose

- Process Overview
- Intelligence JCSG Military Value Approach
- Community Impact JPAT Approach



Process Overview





Final Selection Criteria

Military Value

1. The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force, including the impact on joint warfighting, training, and readiness.
2. The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.
3. The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.
4. The cost of operations and the manpower implications.

MilDeps and Joint Cross-Service Groups conducting analysis of these criteria

Other Considerations

5. The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs. [ARMY]
6. The economic impact on existing communities in the vicinity of military installations. [OSD]
7. The ability of both the existing and potential receiving communities' infrastructure to support forces, missions, and personnel. [AIR FORCE]
8. The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities. [NAVY]

Consistent DoD-wide approach developed by Joint Process Action Teams established for each criteria



Selection Criterion Seven JPAT

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Integrity - Service - Excellence



Task & Method

- **ISG directed JPATs to develop approaches to Selection Criteria #5-8**
- **JPAT Team: MilDeps, OSD-BRAC, IG & GAO**
- **Method**
 - **Researched public data bases**
 - **Identified potential attributes**
 - **Compared with DOD Quality of Life survey for validation**
 - **Refined attributes**
 - **Exploited Civilian Agencies & DOD experts for sources / questions**
 - **Finalized attributes, metrics, questions**



Selection Criterion 7

The ability of both the existing and potential receiving communities' infrastructure to support forces, missions, and personnel.



Approach to Criterion 7

- JPAT will provide questions to MilDeps and Defense Agencies for data collection
- JPAT will use data to produce a summary page, by installation, that discusses each of the attributes
 - Example (Education): “The local school districts surrounding **Installation XXXX** have an average SAT score of **970**.” “The average pupil/ teacher ratio is **16:1**.”
- JCSGs and MilDeps will use summary page when comparing scenarios
 - Information will be considered, but not scored



Attributes / Question

<u>Attributes</u>	<u>Questions</u>
• POPULATION CENTER	
– Proximity to nearest city > 100,000	3
• CHILD CARE	
– Availability of Quality community-based care	2
• COST OF LIVING	
– Location specific general cost of living	6
• EDUCATION	
– Education (All grades) opportunities	11
• EMPLOYMENT	
– Unemployment / Job Growth	2



Attributes / Question (Continued)

- HOUSING
 - Housing availability (rentals & Sales) 3
 - MEDICAL/HEALTH
 - TRICARE availability 1
 - SAFETY/CRIME
 - Uniformed crime rate 1
 - TRANSPORTATION
 - Availability of mass transportation 2
 - UTILITIES
 - Water/Sewage capacity 6
- 37



Conclusion

- JPAT will issue a report in late April that explains its work and the product MilDeps and JCSG can expect for use in their analysis
- Recommendation
 - Approve approach to Criterion 7
 - Empower DASs to review and approval final questions



- Recap
- Next Steps/Work in Progress
 - Criteria 6 & 8 JPAT briefings
 - Guiding Principles/Imperatives
 - Overseas basing update
 - BRAC funding allocation rules
 - Transformational ideas